

COUNTY OF MONTEREY WORKFORCE HIRING/RETENTION

FINDING #1: Although overall turnover and vacancy rates are not out of line, specific positions are a problem.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #2: There is a lack of consistency among departments concerning performance evaluation, absence tracking, and exit interviews.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #3: The current salary step program is not based on merit but rather on time in position and an absence of negative performance.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #4: The cost of employee benefits is a major County expenditure which is not clearly understood by employees.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #5: Current policies and procedures remain an obstacle in the hiring process.

RESPONSE: Without specific examples of which current policies and procedures remain an obstacle in the hiring process, it is difficult to agree or disagree with this finding. However, recognizing that there is always room for improvement and better ways of doing business, we will agree that there likely is some truth to this finding.

FINDING #6: Audits of Personnel Services activities can be a valuable monitoring tool as well as a training device.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #7: The Monterey County Leadership Institute has potential for a wide range of programs designed to train and educate as well as build teamwork and morale.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

FINDING #8: Personnel Analysts working in the various Departments, in some instances, do not have sufficient clerical and administrative support to accomplish all their job requirements.

RESPONSE: The Monterey County Board of Supervisors agrees with the finding.

GRAND JURY FINAL REPORT TITLED COUNTY OF MONTEREY WORKFORCE HIRING/RETENTION
RESPONSE TO RECOMMENDATIONS by County Administrative Office, Fiscal and Organizational
Policy, Leadership Institute (Monterey County Board of Supervisors)
[as required by Section 933.05(b) California Penal Code] (Agency)

Rec. #	Check One §933.05(b) (1) (2) (3) (4)				Time frame, explanation, summary (attached), etc.
From Grand Jury Final Report	Has been implemented, include summary of action	Will be implemented, include time frame	Requires further analysis, include time frame	Will not be implemented, include explanation	<u>CONTINUE ON ATTACHED SHEETS AS NECESSARY</u>
1		X			See Attached
2		X			See Attached
3		X			See Attached
4		X			See Attached
5		X			See Attached
6		X			See Attached
7		X			See Attached
8	X				See Attached

COUNTY OF MONTEREY WORKFORCE HIRING/RETENTION

RECOMMENDATION #1: The Board of Supervisors direct that a plan with specific solutions to prioritize and address those high impact problem positions be developed and implemented.

RESPONSE: The recommendation will be implemented.

The County Administrative Office, working with Department Heads and Department Personnel Analysts, will continue to address "difficult to fill/hard to recruit" positions and will further develop position specific action plans to include taking advantage of the various policies the Board approved in calendar year 2001 such as: Hiring Bonus, Expanded Relocation/Moving Allowance, Employee Referral Bonus Program, Enhanced Tuition Assistance Program, and flexibility in Hiring Step Placement, etc. Specific action plans targeting identified positions will be developed and implemented on an on-going basis. A sample set of guidelines will be developed by June 30, 2002. The County remains open to explore opportunities to address solutions.

RECOMMENDATION #2: The Board of Supervisors direct Human Resources to work toward standardizing the County policies, procedures, and practices.

RESPONSE: The recommendation will be implemented.

The standardization of County policies, procedures and practices is an on-going process. As the Board approves new policies, administrative guidelines, and procedures aimed at standardization are developed. Additionally, training on these new policies and procedures is conducted.

Also, in late January 2002, the County Administrative Office realigned some of its functions to allow for a focus on systems development and an auditing function to monitor and assure compliance with policies, procedures and practices. As opportunities present themselves further standardization will occur.

RECOMMENDATION #3: The Board of Supervisors direct Human Resources to study the introduction of the merit concept in pay for the various employee units.

RESPONSE: The recommendation will be implemented.

In July 2001, the Board adopted a policy allowing Department Heads at the time of an employee's step eligible date to advance the employee to any higher step in the salary range. This policy provides opportunity for merit based pay. Furthermore, employees with 20+ years of county service in bargaining unit groups Safety (A), Safety Supervisory (B), and Safety Management (C) as well as the Health Care Unit (H) currently participate in a longevity/performance pay stipend program. Also, in October 2001 the Board authorized a pilot program for management employees that allows for setting aside of up to 2% of management salary for a performance based pay program. Work is currently underway to develop a performance based pay program to allocate these funds.

Further, as part of the Board's Goals and Objectives relative to the development of performance standards for specific deliverables to reduce gaps and improve performance, a department head

subcommittee is currently researching performance based pay programs. It is anticipated that the results of this effort will be completed within the next few months.

RECOMMENDATION #4: The Board of Supervisors direct Human Resources to develop and provide to each employee an annual personalized employee benefit report, which spells out the value of each benefit as well as total compensation value.

RESPONSE: The recommendation will be implemented.

This recommendation could be implemented in conjunction with the County's new payroll system (which is still being developed).

RECOMMENDATION #5: The Board of Supervisors direct Human Resources to streamline and/or eliminate policies and procedures which are obstacles in the hiring process.

RESPONSE: The recommendation will be implemented.

Staff in the County Administrative Office working in collaboration with Department staff on an as needed basis review Human Resources policies and procedures to streamline and/or eliminate policies and procedures that are obstacles in the hiring process. Further emphasis will be placed on this effort and a review to identify further changes will be conducted by June 30, 2002. Currently, the Departments have autonomy over the conduct of the recruitment process. The Garza Consent Decree and printing timelines are two areas that may cause some restrictions. The CAO's Office will continue to work closely with Departments to assist in any way possible to expedite the recruitment process.

RECOMMENDATION #6: The Board of Supervisors direct Human Resources to develop an audit procedure to monitor and assure compliance with standardized policies, procedures, and practices.

RESPONSE: The recommendation will be implemented.

This recommendation to develop an audit procedure to monitor and assure compliance with standardized policies, procedures, and practices will be developed by the summer of 2002. Recognizing this important need, in late January 2002, the County Administrative Office realigned some of its functions to allow for a focus on systems development and an auditing function to monitor and assure compliance with policies, procedures and practices.

RECOMMENDATION #7: The Board of Supervisors continue strong budgetary support of the Monterey County Leadership Institute.

RESPONSE: The recommendation will be implemented.

The Monterey County Board of Supervisors strongly supports the Budget of the Leadership Institute.

RECOMMENDATION #8: The Board of Supervisors authorize the addition of clerical support for Personnel Analysts, where necessary.

RESPONSE: The recommendation has been implemented.

\$200,000 was budgeted in FY 2001-02 for improvements to the Human Resources area. The County Administrative Officer was tasked by the Board to determine how these resources would be used. On February 20, 2002, the County Administrative Office coordinated a meeting with Department Heads to review their needs and, as a result of that meeting, two Personnel Technician positions were approved to be available to the Library, Probation, and Sheriff's Departments and the Cooperative Extension, Agricultural Commissioner, Parks, and General Services. In addition, two Personnel Analysts in the County Administrative Office will be available to departments on an as-needed basis. Also as a result of the February 20th meeting, Natividad Medical Center will be receiving \$100,000 to provide additional resources.

GRAND JURY FINAL REPORT TITLED INCLUSIONARY HOUSING IN MONTEREY COUNTY
RESPONSE TO FINDINGS by Environmental Resource Policy, Housing and Redevelopment
(Monterey County Board of Supervisors) (Agency)

[as required by Section 933.05(a) California Penal Code]

Find- ing #	Check One §933.05(a)		Specify the portion of the Finding that is disputed and include an explanation of the reasons therefor.
	(1)	(2)	
From Grand Jury Final Report	The respondent agrees with the Findings	The respondent disagrees wholly or partially with Finding; see next column	<u>CONTINUE ON ATTACHED SHEETS AS NECESSARY</u>
1	X		
2	X		
3	X		